

MNG2602

(478716)

May/June 2016

Contemporary Management Issues

Duration 2 Hours

70 Marks

EXAMINERS
FIRST
SECONDMRS L CRONJE
MS I VAN WYK

Closed book examination

This examination question paper remains the property of the University of South Africa and may not be removed from the examination venue

The use of a calculator is **not permissible**.

This fill-in examination paper consists of **27 pages**, including two additional space pages (pp 24-25), two pages for rough work (pp 26-27), and instructions for the completion of a mark-reading sheet

This is a fill-in examination paper and the completed paper as well as the mark-reading sheet must be submitted at the end of the examination session.

INSTRUCTIONS

This examination paper consists of **three sections**

Section A: 40 multiple-choice questions, worth 1 mark each, which you must answer on the mark-reading sheet.

Section B: 10 fill-in questions, worth 1 mark each, which you must answer in the space provided in this fill-in examination paper

Section C: Three written questions worth 20 marks in total, which you have to answer in the space provided in this fill-in examination paper

Please ensure that you have filled in the following information on the mark-reading sheet:

- Your student number
- The module code **MNG2602 (unique number 478716)**

Please complete the attendance register on the back page, tear it off and hand it to the invigilator.

[TURN OVER]

SECTION A: MULTIPLE-CHOICE QUESTIONS**[40 MARKS]**

Answer the following multiple-choice questions on the mark-reading sheet provided. Also copy your answers to these questions into the table on page 16 so that we have a record of your answers if the mark-reading sheet is lost.

- 1 Which one of the following is **false** regarding the **roles and expectations of workers** in the **Knowledge Era**?
- 1 Workers actually own the means of production
 - 2 Jobs require a much higher level of technical skill.
 - 3 Workers need to depend on facts and focus on procedures
 - 4 Permanent employees are replaced with temporary employees.
- 2 The characteristics of the new organisation model differ substantially from those embodied in the traditional, bureaucracy model. The **new organisation's** _____ is/are participative, whereas a **traditional organisation's** will be _____.
- 1 culture, unhealthy
 - 2 discussions, non-engaging
 - 3 decision-making, top-down
 - 4 management style, autocratic
- 3 An example of a management challenge for a **networked** organisation is _____
- 1 developing the skills as team members and team leaders
 - 2 actively encouraging initiatives for innovation and change
 - 3 understanding the diverse cultures of the individuals involved
 - 4 developing negotiating skills that enable them to negotiate win-win situations
- 4 During **step six** in **Kotter's Eight Step Process** for successful change, managers should _____
- 1 plan and create visible performance improvements
 - 2 develop strategies to make the vision a reality
 - 3 empower those who want to embrace change
 - 4 stress the need for change

[TURN OVER]

Questions 5 and 6

Consider the following methods managers can use to deal with **resistance to change** and answer questions 5 and 6

- a manipulation and co-optation
- b education and communication
- c negotiation and agreement
- d facilitation and support
- e participation and involvement
- f explicit and implicit coercion

5 When the cause of resistance to change is a lack of information or wrong information, _____ can be an effective way to **overcome the resistance**

- 1 b
- 2 d
- 3 e
- 4 f

6 The **method to overcome resistance** that involves giving an individual or leader a role in the implementation of a change initiative, not to obtain the participation of the individual but to secure his/her endorsement of the initiative, is _____

- 1 a
- 2 c
- 3 d
- 4 f

7 An example of a taken-for-granted assumption is _____. This is the tendency of organisations to develop strategies incrementally based on historical and cultural influences, but failing to keep pace with changes in the environment

- 1 strategic drift
- 2 strategy deployment
- 3 organisational learning
- 4 organisational architecture

- 8 **National and regional cultures** differ in terms of _____, _____ and _____
- 1 synergy, equality, assumptions
 - 2 assumptions; authority, synergy
 - 3 attitudes toward work, authority, equality
 - 4 power distance, restraint, attitudes toward work
- 9 Which one of the following **national culture dimensions** deals with society's search for virtue?
- 1 Power distance
 - 2 Uncertainty avoidance
 - 3 Individualism versus collectivism
 - 4 Long-term versus short-term orientation
- 10 Which one of the following is **not** a guideline, as identified by Cummings and Worley (2009) in attempting to **change the culture** of an organisation?
- 1 Formulating a new vision that guides the purpose of the culture change
 - 2 Terminating the services of people who do not fit into the culture
 - 3 Socialising newcomers to fit into the new culture
 - 4 Leaving elements of the culture unchanged

Questions 11 and 12

Match the **actions of the person with the power** in **Column B** to the **influence tactics** in **Column A**

Column A Influence tactics	Column B Actions of the person with the power
11 Ingratiating	1 Coaxing the target through logical arguments and factual evidence that a proposal or request is viable
12. Rational persuasion	2 Promising that the target will receive rewards or benefits if he/she complies
	3 Using friendliness, humour or flattery before making a request to the target
	4 Arousing enthusiasm by making an emotional request to the target

- 13 **Governance of ethics** concerns the _____, while the **ethics of governance** concerns the _____
- 1 direction of ethical culture, directing of an organisation's relationships
 - 2 organisation's social responsibilities, evaluation of the ethical standards employed
 - 3 management of stakeholders, development of the organisation's ethical culture
 - 4 control of an organisation's operations, promotion of the organisation's ethical culture
- 14 The _____ **dimension of ethical analysis** is defined by the tacit and explicit norms and rules that characterise an organisation's culture
- 1 normative
 - 2 organisational
 - 3 macro-ethical
 - 4 consequentialism
15. According to the _____ **approach to normative ethics**, the morality of an action is judged according to the _____
- 1 deontology, action's adherence to a set of rules
 - 2 virtue ethics, interests of everyone involved
 - 3 consequentialism, outcome of the moral agent's virtuous nature
 - 4 deontology, positive long-term consequences that the action holds
16. The main advocate of the **narrow view of corporate social responsibility** is _____, and he argues that _____.
- 1 Milton Friedman; organisations should contribute to the welfare of society
 - 2 Edward Freeman, social responsibility arises from social power
 - 3 Edward Freeman, corporate social responsibility is unethical
 - 4 Milton Friedman, the business of a business is profit making

- 17 Which one of the following is **not** one of the four pillars on which **corporate governance** should be based, as stipulated by the World Bank?
- 1 Accountability
 - 2 Transparency
 - 3 Responsibility
 - 4 Honesty
- 18 Corporate citizenship, ethical leadership and sustainability are dimensions of _____.
- 1 the comply or else model
 - 2 normative ethical theory
 - 3 the King III Report
 - 4 business ethics
- 19 The _____ is/are the cornerstone(s) of **diversity behaviour**.
- 1 organisation's strategic values
 - 2 right the wrongs approach
 - 3 melting pot assumption
 - 4 platinum rule
- 20 Which one of the following **categories of management problems relating to diversity** in a South African workplace is based on the premise that the environment of organisations in developing countries is different from that of First World countries?
- 1 The question of affirmative action
 - 2 The question of economic empowerment
 - 3 The quest for a new management philosophy
 - 4 The quest to create a balanced management environment

Questions 21 and 22

Consider the table below about the arguments for managing diversity and their corresponding reasoning, and answer questions 21 and 22

Argument	Reasoning
(a) _____	Organisations with the best reputations for managing diversity will win the competition for the best personnel.
Creativity	(b) _____

21 Identify the **argument** for option (a)

- 1 Resource acquisition
- 2 System flexibility
- 3 Problem-solving
- 4 Cost

22 Identify the **reasoning** for option (b) that relates to the creativity argument

- 1 The diversity of perspectives and the modernising of diversity management will improve the use of imagination.
- 2 Heterogeneity in decision-making groups produces better decisions through a wider range of perspectives
- 3 The system will become less standardised and therefore more fluid; creating greater flexibility to react creatively
- 4 Members with roots in other countries bring new insight and cultural sensitivities to operations

Questions 23 and 24

Consider the following list of **diversity efforts** and answer questions 23 and 24.

- a effective implementation of affirmative action policies
- b inconsistent enforcement of diversity policies
- c believing in a monoculture organisation
- d little is being done in the area of economic empowerment
- e ongoing diversity education and training initiatives
- f believing in a culture of enabling employees
- g managerial commitment not tied to organisational rewards

23. **Broad-based** diversity efforts on the organisational diversity continuum include _____ and _____

- 1 a; b
- 2 b; e
- 3 e; f
- 4 f; g

24 In the **middle** of the **diversity continuum**, diversity efforts are based on _____ and _____

- 1 a, c
- 2 b; d
- 3 c; e
- 4 e, g

25 Which one of the following is the **second** step in the implementation of the diverse workforce development strategy?

- 1 Formulating a vision for a diverse workplace
- 2 Building a corporate culture that values diversity
- 3 Changing structures, policies and systems to support diversity
- 4 Providing diversity awareness and cultural competency training

- 26 Identify the **role player** in project management that is responsible for ensuring that the projects produce the expected organisational benefits
- 1 Operational manager
 - 2 Tactical manager
 - 3 Programme director
 - 4 Project sponsor

Question 27

Consider the following list of steps in the **project management process**

- a Develop a stakeholder plan
- b Develop the quality management plan
- c Define change control procedures
- d Define the scope of the project
- e Develop the tactical project plan
- f Develop a communication plan

27 **Rearrange** these six steps in the correct sequential order.

- 1 e, f; d, b, c; a
- 2 b, f; d; c, a; e
- 3 e, b, c, a, f; d
- 4 b; a, d, c, e, f

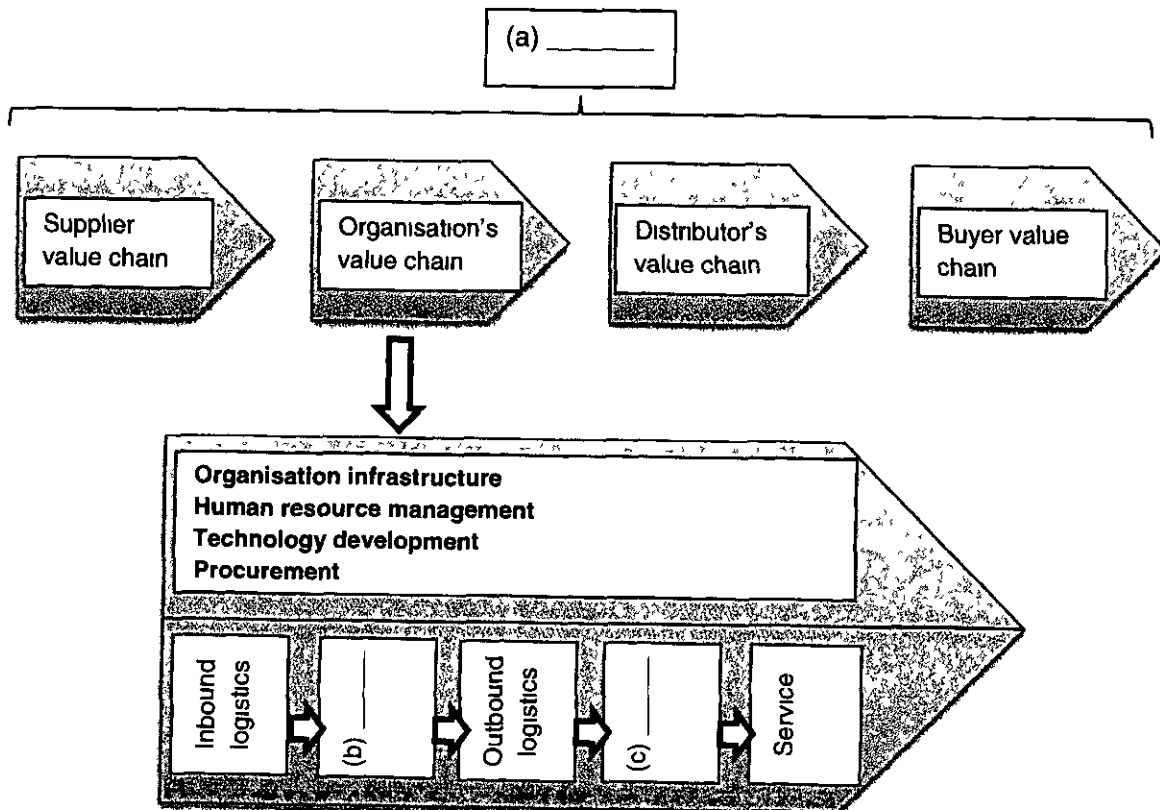
28 Which one of the following is **not** a responsibility of the **project management office**, but rather that of the **project manager**?

- 1 Ensuring that the skills of the project team meet project-specific quality requirements.
- 2 Acquiring and utilising project management systems and tools
- 3 Handling all the administration for project-related activities such as monitoring, controlling and reporting.
- 4 Developing, documenting and maintaining the organisation's project management policies, processes and procedures.

- 29 In a **stakeholder matrix**, the most appropriate strategy to manage stakeholders with a high interest in, but low influence on, the project is to _____
- 1 put in minimal effort
 - 2 keep them satisfied
 - 3 keep them informed
 - 4 build a strong relationship with them
- 30 Compiling a **resource management plan**, is an activity that forms part of **step** _____ of the **project management process**, namely _____
- 1 fourteen, monitoring and controlling project activities
 - 2 seven, developing key performance indicators
 - 3 ten, conducting the risk management plan
 - 4 nine; developing the project schedule

Questions 31 to 33

Consider the following figure and complete it by answering questions 31 to 33



[TURN OVER]

31 Complete **option (a)** in the figure above

- 1 Value system
- 2 Primary activities
- 3 Expert system
- 4 Secondary activities

32. Complete **option (b)** in the figure above

- 1 Marketing
- 2 Accounting
- 3 Operations
- 4 Human resources

33 _____ works closely with the _____ function, represented by **option (c)**

- 1 Research and development, marketing
- 2 Supply management; supplier logistics
- 3 Marketing; information technology
- 4 Top management, operations

Questions 34 to 40

Read the following case study and answer questions 34 to 40

ARLA FOODS IN LATIN AMERICA AND CHINA

On a rainy day in September 2014, Janus Skøt, Senior Director of Arla Foods Latin America and the Caribbean (LATAM), looked out of the window of his office in Mexico City. He was attempting to determine how Arla Foods could build a competitive advantage in Latin America countries given their shortage of milk products and growing middle class. Arla Foods has a diverse portfolio of high-quality dairy products, and over the course of several years, it had developed a strategy for LATAM based on cooperation with local partners, such as dealers and distributors, aimed at integrating its products into local retail chains (supermarkets). End consumers in the 20 LATAM countries had different levels of purchasing power that affected their purchasing decisions. Therefore, Janus carefully considered how Arla Foods could develop a strategy to reach consumers across all income segments.

Arla Foods

In the 1880s, Danish and Swedish milk farmers joined together to create a cooperative to invest in common dairy production facilities. This allowed them to make efficient use of their milk and ensure higher quality products. Over the years the cooperative idea proved increasingly attractive. Small farmer cooperatives merged and grew stronger. They expanded from local to regional cooperatives. Arla Foods was created in 2000 as a result of the merger of MD Foods of Denmark and Arla of Sweden. Thereafter, Arla Foods expanded through several acquisitions and mergers with other cooperatives. In 2014, the Arla Foods cooperative was owned by 13 500 farmers located in seven countries: Belgium, Denmark, Germany, Luxembourg, the Netherlands, the UK and Sweden.

Arla Foods has three major brands that cover several product lines. (1) Arla, which produces a wide range of dairy products, (2) Lurpak, which produces high-quality butter and spreads, and (3) Castello, which produces high-quality speciality cheeses. Arla Foods' dairy products are sold in more than 100 countries, including South Africa.

Meet the Arla people

At Arla Foods, apart from milk, people are the most important resource. They continuously focus on making the work day even better and on creating a good working environment for everyone – both physically and mentally. Every individual is appreciated and they strive to achieve a healthy work-life balance. Individuals are given a high degree of freedom and responsibility, and the business is built on openness and employee influence. It's at the heart of everyone at Arla Foods that the business is grown in a positive way. The products, activities and growth should not only create value for the farmers who own Arla, but it should also improve the lives of people, help customers to grow, bring exciting opportunities to colleagues working at Arla and contribute positively to society. Arla Foods aims to secure the highest value for its farmers' milk while creating opportunities for their growth.

[TURN OVER]

Reaching the LATAM market

Growth in the LATAM market required cooperation with local partners, which was one of Arla Foods' main goals for conducting business around the world. The distribution network was fragmented, with mostly small, family-owned firms. While Western firms might be familiar with supermarket chains, some LATAM countries only have large kiosk convenience stores. The consumers in the region are also heterogeneous in their shopping habits, and have different characteristics from European consumers.

In the summer of 2013, Janus began to build the LATAM team that would function under his leadership. He hired professionals with work experience in Latin America and the Caribbean who were fluent in Spanish. There were also three other Danes working in the office in Mexico City. Firstly, there was Berit Jeanette Haven Andersen, who was appointed business development manager. She assessed new markets and projects for Arla Foods' product portfolio and brought new contracts and ideas to the group. Secondly, Lars Tang Mikkelsen, was the country manager for Mexico. He started out as a sales representative for Arla Foods back in 2001, and because of his drive and passion for the company, he worked himself up to country manager in 2013. Finally, there was Christoffer Skjoldlev Madsen, the export manager for Central America. His main responsibilities included maintaining and developing relationships with distributors. In addition, the office was staffed with one Mexican, Guillermo Batiz Molina, who was appointed as the export manager. This LATAM team was responsible for developing a strategic plan to gain a larger market share in the countries in which Arla Foods was already present and to develop, and execute, an overall strategy for the LATAM region.

Janus and his team came to the conclusion that the most convincing strategy was cooperation with a local partner, which would involve selecting a distribution partner and building a long-term strategy together. Time was of the essence, especially in terms of competition. France's Lactalis purchased assets from LBR (Lácteos do Brasil) as well as the dairy division of BRF (Brazil's second largest food company in terms of revenue). Lactalis' acquisitions in Brazil showed that the French company had an aggressive strategy for the Brazilian market. Janus knew that they had to quickly react to the rapid consolidation of the dairy industry in the LATAM region. An urgent meeting was arranged for brainstorming and after an agreement was reached, the team committed to a specific response to the situation.

Arla in China

Arla Foods entered into a joint venture with Mengniu Dairy in China in 2005, forming Mengniu Arla. This project was designed to allow Arla to easily tap into the Chinese market through a local expert. The local expert was the key player in providing Arla Foods with access to local contacts and knowledge, which were essential for moving the business forward.

Mengniu Arla scandal

In 2008, Arla Foods was part of a scandal over the melamine contamination of baby milk in China, after Mengniu Dairy was named as one of the companies whose products had tested positive for the substance. Melamine is a chemical that can cause kidney stones and other health problems when consumed. Although it is banned in food production in China, it is thought that the chemical was deliberately added to the milk to boost its protein content.

The products were all recalled and the production at Mengniu Aria's milk powder factory was temporarily suspended, even though Mengniu did not receive any complaints from its consumers. Arla Foods CEO Peder Tuborgh said "The situation is extremely distressing for all the families who need milk of the highest quality to feed their children. It is extremely important that we get to the bottom of the problem so that consumers' safety can be guaranteed and confidence in the Chinese dairy industry be maintained. Together with Mengniu and the authorities, we're doing everything we can to safeguard quality."

Analysis equipment that can test milk for traces of melamine was ordered and sent to China. All products up to the temporary halt in production were also tested before being distributed to stores.

Sources

Arla Foods 2008 Crisis in China's dairy industry also hits Arla [online] Available from <http://www.arla.com/about-us/news-and-press/2008/pressrelease/crisis-in-china-s-dairy-industry-also-hits-arla-760491/> [Accessed 9 September 2015]
 Arla Foods 2015 About us – Organisation [online] Available from <http://www.arla.com/about-us/organisation/> [Accessed 9 September 2015]
 Arla Foods 2015 Meet Arla – Our culture [online] Available from <http://www.arla.com/job-and-career/meet-arla/our-culture/> [Accessed 9 September 2015]
 Flexnews 2008 Arla Hit by China Baby Milk Contamination Crisis [online] Available from <http://www.flex-news-food.com/console/PageViewer.aspx?page=19159> [Accessed 9 September 2015]
 Ramirex, J. and Modrow, S. 2015 Building a 'milky way' from Denmark to Latin America and the Caribbean [online] Available from <http://www.thecasecentre.org/programmeAdmin/products/view?id=127241> [Accessed 7 September 2015]

34. The **process** of the changes at Mengniu Aria, resulting from the 2008 Mengniu crisis, can be categorised as _____

- 1 reactive
- 2 top-down
- 3 punctuated
- 4 revolutionary

35. According to **Jones, Dunphy, Fishman, Larne and Canter**, Arla Foods' culture can be classified as a _____ culture

- 1 clan
- 2 person
- 3 defensive
- 4 constructive

- 36 Arla Foods' **strategic partnership** with Mengniu Dairy represents a(n) _____ for the company
- 1 threat
 - 2 strength
 - 3 weakness
 - 4 opportunity
- 37 In 2005, Arla Foods employed a _____ **corporate growth strategy**.
- 1 product development
 - 2 market development
 - 3 backward integration
 - 4 forward integration
- 38 According to the **Belbin method**, the **resource-investigator** on the LATAM team is _____.
- 1 Bent Jeanette Haven Andersen
 - 2 Christoffer Skjoldlev Madsen
 - 3 Lars Tang Mikkelsen
 - 4 Janus Skøt
- 39 According to the **Belbin method**, Lars Tang Mikkelsen fulfils the _____ **team role**.
- 1 plant
 - 2 shaper
 - 3 company worker
 - 4 monitor-evaluator
- 40 The LATAM team is a _____ **type of team**
- 1 virtual
 - 2 self-managed
 - 3 problem-solving
 - 4 cross-functional

SUB-TOTAL SECTION A: 40 MARKS

[TURN OVER]

Please copy your answers from the mark-reading sheet into the table below so that we can mark it if the mark-reading sheet is lost

Write down the number in the answer column **ONLY**

For example

Question	Answer
1.	3

IMPORTANT: You must still fill in the mark-reading sheet, as the table will only be considered in the event that the mark-reading sheet is lost.

Question	Answer	Question	Answer
1.		21.	
2.		22.	
3.		23.	
4.		24.	
5.		25.	
6.		26.	
7.		27.	
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19.		39.	
20.		40.	

[TURN OVER]

SECTION B: FILL-IN QUESTIONS**[10 MARKS]**

- **Answer the fill-in questions in the space provided in this answer script.**
- **Please write legibly.**

Questions 1 to 6

Refer back to the case study on Arla Foods (pp 12–14), and complete the following sentences by filling in the missing word

- 1 Arla Foods' brands, Lurpak and Castello, represent its _____
capital (1)
- 2 Arla Foods' decision to increase its competitive advantage in LATAM reflects the **internal force of change**, _____.
(1)
- 3 The demographic trends in the LATAM market act as _____
forces for Arla Foods to **change** (1)
4. The **variable** which **influences organisations to change** that is most evident in the case study is _____ (1)
5. Arla Foods is following a _____ **generic strategy** (1)
- 6 Freedom and openness at Arla Foods is an example of the _____
level of organisational **culture** (1)

[TURN OVER]

Questions 7 to 10

Complete the following sentences by filling in the missing word(s)

7. In project management, a **programme (tactical) manager** manages _____, (½)
which is **in contrast** to a **project manager** whose sole responsibility is _____ (½)
- 8 A PERT diagram will typically be developed during the _____
phase of project management (1)
- 9 The **internet business model** that is _____-based adds
value by capturing customer preferences and by improving customer service (1)
- 10 _____ is an **e-business advanced technology** that
is used for monitoring, control and reporting on organisational performance at
tactical and strategic level. (1)

SUB-TOTAL SECTION B: 10 MARKS

[TURN OVER]

Question 2

(6 marks)

2 1 Identify the mission statement of Arla Foods as stated in the case study on pages 12 to 14 (2)
2 2 1 According to your answer in question 2 1 above, identify which components of the mission statement are present. (3)

2 2.2	State whether Arla foods has a good mission statement and justify your answer	(1)

Question 3

(6 marks)

3 1	Name and describe any two conflict management strategies	(4)

- 3 2 Explain where each the strategies identified in question 3 1 falls within the model of Thomas (1976) (2)

SECTION C SUB-TOTAL: 20 MARKS

GRAND TOTAL: 70 MARKS

PART 1 (GENERAL/ALGEMEEN) DEEL 1

-STUDY UNIT e.g. PSY100-X
 STUDIE EENHEID by PSY100-X

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INITIALS AND SURNAME
 VOORLETTERS EN VAN

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DATE OF EXAMINATION
 DATUM VAN EKSAMEN

④

PAPER NUMBER
 VRAESTELNOMMER

②

EXAMINATION CENTRE (E.G. PRETORIA)
 EKSAMENSENTRUM (BY PRETORIA)

⑤

STUDENT NUMBER
 STUDENTENOMMER

⑥

UNIQUE PAPER NO.
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(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)
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(3)	(3)	(3)	(3)	(3)	(3)
(4)	(4)	(4)	(4)	(4)	(4)
(5)	(5)	(5)	(5)	(5)	(5)
(6)	(6)	(6)	(6)	(6)	(6)
(7)	(7)	(7)	(7)	(7)	(7)
(8)	(8)	(8)	(8)	(8)	(8)
(9)	(9)	(9)	(9)	(9)	(9)

For use by examination invigilator
 Vir gebruik deur eksamenopsiener

IMPORTANT

- 1 USE ONLY AN HB PENCIL TO COMPLETE THIS SHEET
- 2 MARK LIKE THIS ➡
- 3 CHECK THAT YOUR INITIALS AND SURNAME HAS BEEN FILLED IN CORRECTLY
- 4 ENTER YOUR STUDENT NUMBER FROM LEFT TO RIGHT
- 5 CHECK THAT YOUR STUDENT NUMBER HAS BEEN FILLED IN CORRECTLY
- 6 CHECK THAT THE UNIQUE NUMBER HAS BEEN FILLED IN CORRECTLY
- 7 CHECK THAT ONLY ONE ANSWER PER QUESTION HAS BEEN MARKED
- 8 DO NOT FOLD

BELANGRIK

- 1 GEBRUIK SLEGS 'N HB POTLOOD OM HIERDIE BLAD TE VOLTOOI
- 2 MERK AS VOLG ➡
- 3 KONTROLEER DAT U VOORLETTERS EN VAN REG INGEVUL IS
- 4 VUL U STUDENTENOMMER VAN LINKS NA REGS IN
- 5 KONTROLEER DAT U DIF KORREKTE STUDENTENOMMER VERSTREK HET
- 6 KONTROLEER DAT DIE UNIEKE NOMMER REG INGEVUL IS
- 7 MAAK SEKER DAT NET EEN ALTERNATIEF PER VRAAG GEMERK IS
- 8 MOENIE VOU NIE

PART 2 (ANSWERS/ANTWOORDE) DEEL 2

⑩

1	(1)	(2)	(3)	(4)	(5)
2	(1)	(2)	(3)	(4)	(5)
3	(1)	(2)	(3)	(4)	(5)
4	(1)	(2)	(3)	(4)	(5)
5	(1)	(2)	(3)	(4)	(5)
6	(1)	(2)	(3)	(4)	(5)
7	(1)	(2)	(3)	(4)	(5)
8	(1)	(2)	(3)	(4)	(5)
9	(1)	(2)	(3)	(4)	(5)
10	(1)	(2)	(3)	(4)	(5)
11	(1)	(2)	(3)	(4)	(5)
12	(1)	(2)	(3)	(4)	(5)
13	(1)	(2)	(3)	(4)	(5)
14	(1)	(2)	(3)	(4)	(5)
15	(1)	(2)	(3)	(4)	(5)
16	(1)	(2)	(3)	(4)	(5)
17	(1)	(2)	(3)	(4)	(5)
18	(1)	(2)	(3)	(4)	(5)
19	(1)	(2)	(3)	(4)	(5)
20	(1)	(2)	(3)	(4)	(5)
21	(1)	(2)	(3)	(4)	(5)
22	(1)	(2)	(3)	(4)	(5)
23	(1)	(2)	(3)	(4)	(5)
24	(1)	(2)	(3)	(4)	(5)
25	(1)	(2)	(3)	(4)	(5)
26	(1)	(2)	(3)	(4)	(5)
27	(1)	(2)	(3)	(4)	(5)
28	(1)	(2)	(3)	(4)	(5)
29	(1)	(2)	(3)	(4)	(5)
30	(1)	(2)	(3)	(4)	(5)
31	(1)	(2)	(3)	(4)	(5)
32	(1)	(2)	(3)	(4)	(5)
33	(1)	(2)	(3)	(4)	(5)
34	(1)	(2)	(3)	(4)	(5)
35	(1)	(2)	(3)	(4)	(5)

36	(1)	(2)	(3)	(4)	(5)
37	(1)	(2)	(3)	(4)	(5)
38	(1)	(2)	(3)	(4)	(5)
39	(1)	(2)	(3)	(4)	(5)
40	(1)	(2)	(3)	(4)	(5)
41	(1)	(2)	(3)	(4)	(5)
42	(1)	(2)	(3)	(4)	(5)
43	(1)	(2)	(3)	(4)	(5)
44	(1)	(2)	(3)	(4)	(5)
45	(1)	(2)	(3)	(4)	(5)
46	(1)	(2)	(3)	(4)	(5)
47	(1)	(2)	(3)	(4)	(5)
48	(1)	(2)	(3)	(4)	(5)
49	(1)	(2)	(3)	(4)	(5)
50	(1)	(2)	(3)	(4)	(5)
51	(1)	(2)	(3)	(4)	(5)
52	(1)	(2)	(3)	(4)	(5)
53	(1)	(2)	(3)	(4)	(5)
54	(1)	(2)	(3)	(4)	(5)
55	(1)	(2)	(3)	(4)	(5)
56	(1)	(2)	(3)	(4)	(5)
57	(1)	(2)	(3)	(4)	(5)
58	(1)	(2)	(3)	(4)	(5)
59	(1)	(2)	(3)	(4)	(5)
60	(1)	(2)	(3)	(4)	(5)
61	(1)	(2)	(3)	(4)	(5)
62	(1)	(2)	(3)	(4)	(5)
63	(1)	(2)	(3)	(4)	(5)
64	(1)	(2)	(3)	(4)	(5)
65	(1)	(2)	(3)	(4)	(5)
66	(1)	(2)	(3)	(4)	(5)
67	(1)	(2)	(3)	(4)	(5)
68	(1)	(2)	(3)	(4)	(5)
69	(1)	(2)	(3)	(4)	(5)
70	(1)	(2)	(3)	(4)	(5)

71	(1)	(2)	(3)	(4)	(5)
72	(1)	(2)	(3)	(4)	(5)
73	(1)	(2)	(3)	(4)	(5)
74	(1)	(2)	(3)	(4)	(5)
75	(1)	(2)	(3)	(4)	(5)
76	(1)	(2)	(3)	(4)	(5)
77	(1)	(2)	(3)	(4)	(5)
78	(1)	(2)	(3)	(4)	(5)
79	(1)	(2)	(3)	(4)	(5)
80	(1)	(2)	(3)	(4)	(5)
81	(1)	(2)	(3)	(4)	(5)
82	(1)	(2)	(3)	(4)	(5)
83	(1)	(2)	(3)	(4)	(5)
84	(1)	(2)	(3)	(4)	(5)
85	(1)	(2)	(3)	(4)	(5)
86	(1)	(2)	(3)	(4)	(5)
87	(1)	(2)	(3)	(4)	(5)
88	(1)	(2)	(3)	(4)	(5)
89	(1)	(2)	(3)	(4)	(5)
90	(1)	(2)	(3)	(4)	(5)
91	(1)	(2)	(3)	(4)	(5)
92	(1)	(2)	(3)	(4)	(5)
93	(1)	(2)	(3)	(4)	(5)
94	(1)	(2)	(3)	(4)	(5)
95	(1)	(2)	(3)	(4)	(5)
96	(1)	(2)	(3)	(4)	(5)
97	(1)	(2)	(3)	(4)	(5)
98	(1)	(2)	(3)	(4)	(5)
99	(1)	(2)	(3)	(4)	(5)
100	(1)	(2)	(3)	(4)	(5)
101	(1)	(2)	(3)	(4)	(5)
102	(1)	(2)	(3)	(4)	(5)
103	(1)	(2)	(3)	(4)	(5)
104	(1)	(2)	(3)	(4)	(5)
105	(1)	(2)	(3)	(4)	(5)

106	(1)	(2)	(3)	(4)	(5)
107	(1)	(2)	(3)	(4)	(5)
108	(1)	(2)	(3)	(4)	(5)
109	(1)	(2)	(3)	(4)	(5)
110	(1)	(2)	(3)	(4)	(5)
111	(1)	(2)	(3)	(4)	(5)
112	(1)	(2)	(3)	(4)	(5)
113	(1)	(2)	(3)	(4)	(5)
114	(1)	(2)	(3)	(4)	(5)
115	(1)	(2)	(3)	(4)	(5)
116	(1)	(2)	(3)	(4)	(5)
117	(1)	(2)	(3)	(4)	(5)
118	(1)	(2)	(3)	(4)	(5)
119	(1)	(2)	(3)	(4)	(5)
120	(1)	(2)	(3)	(4)	(5)
121	(1)	(2)	(3)	(4)	(5)
122	(1)	(2)	(3)	(4)	(5)
123	(1)	(2)	(3)	(4)	(5)
124	(1)	(2)	(3)	(4)	(5)
125	(1)	(2)	(3)	(4)	(5)
126	(1)	(2)	(3)	(4)	(5)
127	(1)	(2)	(3)	(4)	(5)
128	(1)	(2)	(3)	(4)	(5)
129	(1)	(2)	(3)	(4)	(5)
130	(1)	(2)	(3)	(4)	(5)
131	(1)	(2)	(3)	(4)	(5)
132	(1)	(2)	(3)	(4)	(5)
133	(1)	(2)	(3)	(4)	(5)
134	(1)	(2)	(3)	(4)	(5)
135	(1)	(2)	(3)	(4)	(5)
136	(1)	(2)	(3)	(4)	(5)
137	(1)	(2)	(3)	(4)	(5)
138	(1)	(2)	(3)	(4)	(5)
139	(1)	(2)	(3)	(4)	(5)
140	(1)	(2)	(3)	(4)	(5)

Specimen only